

Thomas-Kilmann Conflict Mode Instrument[®] (TKI)

Authors: Kenneth W. Thomas and Ralph H. Kilmann

PURPOSE	To identify conflict handling styles
ADMINISTER TO	Individuals 13-years and older
READING/EDUCATIONAL LEVEL	Grade 7 (NQF Level 1)
ADMINISTRATION TIME	15 minutes (30 items)
SCORING OPTIONS	Online/Hand-scoring
PUBLICATION DATE	First published in 1974; updated norms in 2007
HPCSA	Not submitted
LANGUAGES	English
TRAINING	None
SA NORMS	No

The Thomas-Kilmann Conflict Mode Instrument (TKI) is a fast and powerful tool that can go beyond conflict management to support teambuilding, leadership coaching, and retention goals. The research-supported TKI offers a practical way to initiate safe and constructive dialogue to resolve conflict, offering an understanding of how different conflict-handling styles affect interpersonal and group dynamics thus empowering individuals to choose the appropriate style for any situation.

The TKI tool assesses an individual's typical behaviour in conflict situations and describes it along two dimensions: assertiveness and cooperativeness. It provides detailed information about how that individual can effectively use five different conflict-handling modes, or styles.



ASSESSMENT SCALES

The TKI examines five conflict-handling modes, based on where individuals score on the dimensions of assertiveness and cooperativeness:

- Competing – assertive and uncooperative
- Collaborating – both assertive and cooperative
- Compromising - intermediate assertiveness and cooperativeness
- Avoiding – unassertive and uncooperative
- Accommodating–unassertive and cooperative

AREAS OF APPLICATION

The TKI can be used for the following purposes:

- Conflict management - to identify different conflict-handling styles and to learn how to choose the appropriate style for any situation
- Team building - improves team functioning by helping members reconcile differences and work together more effectively
- Leadership development -enhances leaders' conflict management skills
- Performance improvement -helps eliminate barriers to effective performance
- Stress reduction - gives employees the capacity and tools to identify and manage workplace stress
- Retention - helps employees be successful, improve morale, and stay engaged, in order to build a stronger organisation and retain the best talent

REPORT OPTION

The TKI Profile and Interpretive Report provides a graphic presentation as well as detailed discussion on the person's scores around the five 'conflict handling modes'. Each mode description also provides a section for the candidate on "Questions to Ask", aimed at assisting the client with self-exploration.

SOUTH AFRICAN RESEARCH

JVR Psychometrics welcomes the opportunity to partner with clients in conducting research. Clients are welcome to contact us should you consider using the Strong for research purposes.